

\*\*\* NOTE: TO RETURN TO THIS PAGE, CLICK ON THE COUNTY SEAL \*\*\*

CLICK HERE FOR CEO's REPORT DATED APRIL 29, 2010

CLICK HERE FOR CEO's REPORT DATED JUNE 22, 2010

Á  
ÔŠÔŠPÔÜÒÁZUÜÁÔÜÜCÄÜÜÜVÄÖÖVÖÖÁÔVUÓÜÜÁËÖFÁ

CLICK HERE FOR CEO's REPORT DATED FEBRUARY 17, 2011

Á



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

April 29, 2010

To: Supervisor Don Knabe, Chair  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **STATUS ON MARCH 23, 2010 BOARD MOTION – INVESTIGATING CHILD ABUSE IN COUNTY-CONTRACTED FOSTER CARE FACILITIES**

On March 23, 2010, on motion of Supervisor Antonovich, your Board directed the Chief Executive Officer (CEO), in conjunction with the Auditor-Controller (Auditor), the Director of Children and Family Services (DCFS), and the Chief Probation Officer to report back in 30 days and quarterly thereafter on: 1) the development of a plan, within existing resources, for a strength-based, efficient, and effective process to both eliminate redundancy within the function of auditing/monitoring State-licensed, County-contracted foster care facilities; and 2) to add child welfare investigative expertise back into the process of analyzing a facility's appropriateness, as a whole, when a foster care provider is alleged to have endangered a County-supervised child.

On April 12, 2010, a meeting was convened between the CEO, Auditor, and DCFS to discuss the motion and to begin gathering information necessary to carry out your Board's directive. Specifically, DCFS was asked to prepare a matrix of the Department's prior and current Out-of-Home Care operations, as well as its current efforts in auditing/monitoring State-licensed, County-contracted foster care facilities, to determine the level of redundancy within this function. Additionally, DCFS has rehired a 120-day retiree to provide critical expertise and experience to the workgroup. This individual previously oversaw the DCFS' Out-of-Home Care Evaluation Unit and will be a key member of the workgroup. Our next meeting is scheduled for May 3, 2010, during which we will evaluate the history of the County's review of foster agencies, allocated resources, requirements, and current auditing/monitoring efforts.

*"To Enrich Lives Through Effective And Caring Service"*

***Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only***

Each Supervisor  
April 29, 2010  
Page 2

While progress has been made in terms of determining the problems with the current system, we need additional time to develop an appropriate process for your consideration. As a result, we request a 45-day extension on this effort.

If you have any questions or need additional information, please contact me or your staff may contact Kathy House, Acting Deputy Chief Executive Officer at (213) 974-4530 or via email at [khouse@ceo.lacounty.gov](mailto:khouse@ceo.lacounty.gov).

WTF:BC:KH  
DS:BM:cvb

c: Executive Office, Board of Supervisors  
Auditor-Controller  
Children and Family Services  
Probation

Status Report – Investigating Child Abuse\_323motion 04-26.doc

2010 APR 29 AM 11: 01  
BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

FILED



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

June 22, 2010

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

## **SECOND STATUS REPORT ON MARCH 23, 2010, BOARD MOTION -- INVESTIGATING CHILD ABUSE IN COUNTY-CONTRACTED FOSTER CARE FACILITIES**

On March 23, 2010, on motion of Supervisor Antonovich, your Board directed the Chief Executive Officer (CEO), in conjunction with the Auditor-Controller (Auditor), the Director of Children and Family Services (DCFS), and the Acting Chief Probation Officer (Probation), to report back in 30 days and quarterly thereafter on: (1) the development of a plan, within existing resources, for a strength-based, efficient and effective process to both eliminate redundancy within the function of auditing/monitoring State-licensed, County-contracted foster care facilities; and, (2) add child welfare investigative expertise back into the process of analyzing a facility's appropriateness, as a whole, when a foster care provider is alleged to have endangered a County-supervised child.

This is our second status report on our efforts to develop a plan to strengthen the County's oversight of foster care providers with County placements. On April 29, 2010, we issued our initial status report on our efforts to address your Board's directive. Since that report, the CEO, Auditor, DCFS, and Probation have reviewed the monitoring information provided by the workgroup members. In addition, DCFS discussed a strategy to restore centralized investigations of allegations received on out-of-home care providers, which include relatives, group homes, Foster Family Agencies, and State-licensed facilities. This includes the relocation of existing Emergency Response (ER) staff to fully investigate the circumstances of all new Child Protection Hotline referrals received on children in out-of-home care.

*"To Enrich Lives Through Effective And Caring Service"*

***Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only***

Each Supervisor  
June 22, 2010  
Page 2

The workgroup members have requested additional information on DCFS oversight of relative foster homes and State-licensed homes. This data, combined with the plan to potentially centralize the ER investigations system, will allow the workgroup to assess all out-of-home care monitoring efforts and to make appropriate program recommendations for your Board's consideration.

We will report back to your Board with our recommended plan in our next quarterly report on October 1, 2010.

Please let me know if you have any questions or your staff may contact Kathy House, Acting Deputy CEO, at (213) 974-4530, or via email at [khhouse@ceo.lacounty.gov](mailto:khhouse@ceo.lacounty.gov).

WTF:BC:KH  
DS:BM:cvb

c: Executive Office, Board of Supervisors  
Auditor-Controller  
Children and Family Services  
Probation



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

October 7, 2010

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in dark ink, appearing to read "W. Fujioka", is written over the printed name and title.

## STATUS REPORT ON MARCH 23, 2010 BOARD MOTION – INVESTIGATING CHILD ABUSE IN COUNTY-CONTRACTED FOSTER CARE FACILITIES

On March 23, 2010, on motion of Supervisor Antonovich, your Board directed the Chief Executive Officer (CEO), in conjunction with the Auditor-Controller (Auditor), the Director of Children and Family Services (DCFS) and the Chief Probation Officer (Probation), to report back in 30 days and quarterly thereafter on: 1) the development of a plan, within existing resources, for a strength-based, efficient, and effective process to both eliminate redundancy within the function of auditing/monitoring State-licensed, County-contracted foster care facilities; and 2) to add child welfare investigative expertise back into the process of analyzing a facility's appropriateness, as a whole, when a foster care provider is alleged to have endangered a County-supervised child.

This is our third status report on our efforts to develop a plan to strengthen the County's oversight of foster care providers with County placements. On April 29 and June 22, 2010, we issued status reports on our efforts to address your Board's directive. Since then, the CEO, Auditor, DCFS, and Probation have completed their review of the current monitoring efforts employed by DCFS and are in the process of finalizing a plan to strengthen the auditing/monitoring of County-contracted foster care facilities.

Although the workgroup has completed their analysis, they are still in the process of developing their recommendations. As result, we request a 30-day extension to complete this effort.

*"To Enrich Lives Through Effective And Caring Service"*

*Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only*

Each Supervisor  
October 7, 2010  
Page 2

Please let me know if you have any questions, or your staff may contact Brian Mahan at (213) 974-1318, or via email at [bmahan@ceo.lacounty.gov](mailto:bmahan@ceo.lacounty.gov).

WTF:BC:AJ  
DS:BM:cvb

c: Executive Office, Board of Supervisors  
Auditor-Controller  
Children and Family Services  
Probation

3<sup>rd</sup> Status Report – Investigating Child Abuse\_323motion 09-23.doc



WILLIAM T FUJIOKA  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

February 17, 2011

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

### **FINAL REPORT ON INVESTIGATING CHILD ABUSE IN COUNTY-CONTRACTED FOSTER CARE FACILITIES (BOARD AGENDA ITEM 33, MARCH 23, 2010)**

On March 23, 2010, your Board directed the Chief Executive officer (CEO), in conjunction with the Auditor-Controller (A-C), the Director of Children and Family Services (DCFS), and the Chief Probation Officer (Probation) to report back in 30 days and on a quarterly basis thereafter on:

1. The development of a plan, within existing resources, for a strength-based, efficient and effective process to both eliminate redundancy within the function of auditing/monitoring State-licensed, County-contracted foster care facilities, and
2. To add child welfare investigative expertise back into the process of analyzing a facility's appropriateness, as a whole, when a foster care provider is alleged to have endangered a County-supervised child.

This is our final report on the development of a plan to enhance investigations of child abuse in County-contracted foster care facilities. The previous reports were issued on April 29, 2010, June 22, 2010, and October 7, 2010.

*"To Enrich Lives Through Effective And Caring Service"*

**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**



### **Plan Summary**

Working collaboratively, representatives from the CEO, A-C, DCFS and Probation developed the following plan to enhance investigations of child abuse in County-contracted foster care facilities. Specifically:

- On January 18, 2011, DCFS implemented a pilot project to re-institute the Out-of-Home Care Investigations Section (OHCIS) by reassigning 14 existing staff from the Group Home (GH) and Foster Family Agency (FFA) Monitoring Units. OHCIS will be responsible for investigating the circumstances of all Child Protection Hotline (CPH) referrals that involve children in FFA facilities. Due to limited staffing resources, OHCIS will not investigate referrals involving children in group homes, state-licensed foster homes, and relative and legal guardian care homes. Investigations on those referrals will continue to be handled by DCFS Emergency Response (ER) workers. However, referrals not included initially may be added as additional OHCIS resources become available. The ER worker would continue to be the primary investigator for all CPH referrals investigated, and OHCIS investigators would be the secondary response for FFAs only.
- DCFS and Probation plan to conduct annual reviews of all group homes. Probation will review the 17 GHs that house Probation-only children and DCFS will review the remaining 65 GHs, some of which have shared populations of DCFS court dependents and Probation court wards. DCFS will also conduct annual reviews of the two contracted Community Treatment Facilities (CTFs). Both departments will issue reports to the Board on the outcome of the monitoring reviews.
- The A-C plans to continue their fiscal reviews of the GH and FFA contractors, but will discontinue their contract compliance reviews of the FFA contractors. To that end, DCFS plans to conduct annual compliance reviews of the FFA contractors and will issue reports to your Board on the outcome of their reviews. DCFS will implement more efficient measures in the GH and FFA monitoring units to perform the monitoring function using fewer staff.

The following are the details of our plan.

**Establishing an Out-of-Home Care Investigations Section (OHCIS)**

The OHCIS, which was formerly called Out-of-Home Care Evaluation Unit (OHCEU) has been re-instituted by reassigning a total of 14 staff from the Out-of-Home Care Management Division's Monitoring Units consisting of 10 Children's Services Administrator (CSA) I level staff, two CSA II level managers, and two clerical support staff.

The OHCIS will be responsible for fully investigating the circumstances of all new CPH referrals received that involve children in FFA facilities. Based on historical data, we anticipate investigating approximately 140 referrals each month. Due to limited staffing resources, initially OHCIS will not investigate referrals involving children in GHs, state-licensed foster homes, and relative and legal guardian care homes. Investigations on these estimated 185 monthly referrals will continue to be handled by DCFS ER workers. However, as additional resources become available, the pilot project may be expanded to include these referrals.

The OHCIS investigation will include the following:

- Research on past Hotline referrals for the same caretaker in order to discern any patterns of allegations that may exist;
- Interview all related parties, i.e., the reporting party, the referred child, all caretakers, all other children in the home and other collateral contacts that may arise during the investigation; and
- Confer with the responding ER worker, all case-carrying social workers, the State Community Care Licensing Department (CCL) staff and other involved county departments.

The OHCIS investigation results, including all supporting data, will be compiled into summary reports that may include corrective actions with a corresponding suspension of additional placements or the removal of all children and the termination of future placements. These reports will be submitted to your Board.

### **Group Home Monitoring**

DCFS and Probation's monitoring of the GHs is not duplicative, although each department uses similar instruments to test contract compliance and child well-being. Working collaboratively, Probation will monitor the 17 GHs that house Probation-only children and DCFS will monitor the remaining 65 GHs, of which 27 GHs have both DCFS and Probation-placed children. DCFS and Probation plan to conduct annual reviews of each GH contractor.

DCFS and Probation have developed protocols to ensure all GHs are effectively monitored and the children live in a safe and nurturing environment. For example, DCFS provides Probation with the results of DCFS reviews of GHs homes that have both DCFS and Probation-placed children.

DCFS and Probation will continue to refer GH contractors to the A-C for a fiscal audit when DCFS and Probation program reviews or other information sources identify serious concerns as to solvency and/or appropriate use of funds.

### **Foster Family Agency Monitoring**

DCFS conducts performance reviews of all 56 FFA agencies with 94 satellite offices and the A-C has conducted contract compliance reviews of approximately 15 FFA contractors annually. While not necessarily redundant, there is some content overlap between the two reviews. The work group has concluded that it would be more efficient if DCFS combined the contract compliance instrument with the performance instrument into a single review that DCFS would conduct. Such a structural revision would convey findings on performance and compliance, as well as a corrective action plan in a single report that will be issued to your Board, similar to the GH compliance reports that DCFS is now issuing. DCFS will streamline the monitoring instruments, methodology and reporting formats to mitigate the impact of the increased workload combined in the context of a reduction in available staff as a result of the transfers to the OHCIS.

The A-C will continue to perform full financial audits of FFAs when review findings or other information sources identify serious concerns as to solvency and/or appropriate use of funds.

Board of Supervisors  
February 17, 2011  
Page 5

**Next Actions**

DCFS completed the selection and training of staff for OHCIS for the targeted implementation date of January 18, 2011. The enhanced instruments and protocols are being applied to monitor the group home and FFA contractors. In addition, the work group, consisting of representatives from the CEO, A-C, DCFS and Probation, will continue to meet to evaluate the effectiveness of the plan to improve the quality of investigations of child abuse in County-contracted foster care facilities.

Please let me know if you have any questions, or your staff may contact David Seidenfeld at (213) 974-1457, or via email at [dseidenfeld@ceo.lacounty.gov](mailto:dseidenfeld@ceo.lacounty.gov).

WTF:AJ  
DS:ljp

c: Executive Office, Board of Supervisors  
Auditor-Controller  
Children and Family Services  
Probation